

**COUNTY OF SAN DIEGO, CALIFORNIA
BOARD OF SUPERVISORS POLICY**

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Purpose

To establish a centralized, comprehensive capital facilities and space planning program for the County of San Diego that establishes general objectives and standards for the location, design, and occupancy of County-owned or leased facilities.

Background

The General Management System (GMS) is the basic blueprint that guides all County of San Diego (County) operations. The GMS guides planning, implementing, and monitoring of all County functions and processes that affect the delivery of services to San Diego County residents, businesses, and visitors, with the basic purpose to optimize efficient use of all resources.

The County’s strategy to manage and plan for current and long-term capital and space needs requires:

1. A central point of contact for Countywide capital facility and space planning.
2. An emphasis on controlling the expansion or reduction of capital facility and space needs in an orderly manner.
3. The ability to effectively respond to changes in department operations and facility requirements.
4. The ability to prioritize capital projects through the development of an annual Capital Improvement Needs Assessment (CINA).
5. Assessment of major capital renovations to optimize the life cycle of existing buildings and to meet changing requirements of the County.

Policy

The management of County-owned and leased facilities (excluding Airport Enterprise Fund property) is centralized in the Department of General Services (DGS) where capital costs, facility operating expenses, and ongoing major maintenance needs are evaluated. DGS is responsible for applying industry best practices and technology to improve accessibility, energy performance and sustainability, resource utilization, and the work environment in County-owned and leased facilities.

Facilities Planning

Facility planning studies will be prepared to bring the County’s facility portfolio in line with County and department strategic goals. These planning studies will address, at a minimum: program requirements, building types, location(s), forecasted project costs, anticipated staffing requirements, and implementation priorities. When locating new facilities, the County shall consider criteria such as ease of access by the population utilizing the services, proximity to public transit, and colocation of programs for public convenience or operational cost savings. DGS shall be responsible for preparing and updating campus plans and shall assist departments with the preparation of facility planning studies as the first step in the Capital planning process. Strategic facility plans are the basis for developing a multi-year capital facility program, implemented through the CINA and Capital Improvements Plan (CIP).

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Capital Program and Projects

1. The Capital Improvement Needs Assessment (CINA) is a planning document that includes a comprehensive list of all planned capital projects over a five-year period that require the appropriation of funding. In response to an annual Call for Projects, Departments will submit their capital priorities to their respective Groups. Groups will then assess and forward a prioritized five-year plan to the Facilities Planning Board (FPB) for its consideration. The FPB will integrate all capital facility needs and will develop the draft annual CINA for review by the Group General Managers, Chief Financial Officer and Chief Administrative Officer.

2. The CINA reflects the County's facility priorities based on numerous factors, with emphasis given to a proposed project's:
 - a. Linkage to County's Strategic Plan
 - b. Criticality in addressing life, safety or emergency issues
 - c. Fulfillment of State/federal mandates or legally binding commitments
 - d. Operating budget impacts: quantifiable reduced operating costs
 - e. Customer service benefits
 - f. Positive impact on quality of life in the County

3. The CINA shall identify the status of recommended projects. A project is typically recommended fore Pre-Construction or Construction funding within the plan.
 - a. Pre-Construction. When a project identified in a strategic facilities plan is prioritized for implementation, the project will be recommended for Pre-Construction funding. During this phase, the findings of the initial planning effort will be validated, a site will be identified and acquired, if necessary, and a full estimate of the cost of construction will be developed. The risk factors for the project are also identified in the Pre-Construction phase so that the funding request for the next phase considers all required mitigation. Risk factors can include, but are not limited to: CEQA mitigation measures and other environmental requirements, demolition of existing facilities, market factors and construction cost escalation, engineering recommendations (e.g., geotechnical, hydrology, etc.), municipal requirements (e.g., street or utility improvements) and community concerns. As part of the Pre-Construction phase, the operating department will also develop an estimate of the furniture, fixtures and equipment package, as well as an estimate of the ongoing operating costs of the proposed facility, to include any new positions required to appropriately staff the facility.

 - b. Construction. Upon completion of the Pre-Construction phase, a project will remain on the CINA and will be recommended for Construction. The recommendation will include a Budget Quality Estimate of the cost to construct and open the facility. While not included in the CINA Construction estimate, any temporary costs anticipated during construction such as off-site parking and transportation, temporary leased space, etc. should be identified.

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4. The Chief Administrative Officer submits the CINA to the Board of Supervisors for approval, which in turn refers it to the Chief Administrative Officer for funding actions, as the Capital Improvements Plan (CIP). Capital projects that are included in the approved CINA and for which funding has been identified in the CIP will be budgeted in the Operational Plan under the Capital Program. The Capital Program consists of six special purpose funds: Capital Outlay Fund, Multiple Species Conservation Program Fund, Justice Facility Construction Fund, County Health Complex Fund, Library Projects Fund, and Major Maintenance Capital Outlay Fund. (See also Board Policies B-37 - *Use of the Capital Outlay Fund*, B-69 - *Allocation of County Penalty Assessment Fund* and F-38 - *Edgemoor Property Development*.) Appropriation requests for CINA capital projects may also be brought forward individually for approval by the Board of Supervisors if circumstances warrant action sooner than would occur in the course of the regular Operational Plan development process.

Additional Requirements

1. The Board of Supervisors (Board) shall approve space requirements for a facility when approving construction funding for a capital project. Once approved by the Board of Supervisors, the requirements shall not be increased without further approval by the Board. The Director of General Services is authorized to make minor adjustments (10 percent or less) to the approved requirements if necessitated by facility configuration or adapting of an activity to a specific site.
2. When locating facilities that may have potential public concern because of use or environmental considerations, the Director of DGS shall notify the Supervisor in whose district the facility is proposed to be located and provide information regarding the size, program, and estimated impact on the community. In addition, the following notification requirements shall also be followed:
 - A. Compliance with Government Code Section 65402(b).
 - B. Compliance with Government Code Section 25351
 - C. If a facility proposed to be located in the unincorporated area has a potential public concern because of use or environmental considerations, County staff shall notify the appropriate citizens planning or sponsor group in writing, at least 60 days prior to acquiring or expanding a facility or acquiring land.

This policy is intended to provide the framework for capital facility planning. Processing details are included in the Administrative Manual section on Capital and Space Requests, 0050-01-6.

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Definitions

Capital Improvements Plan (CIP) reflects the funded or partially funded active capital projects for a five-year period that are included in the approved CINA and for which funding has been identified in the Operational Plan. Projects include, but are not limited to new buildings, new infrastructure and major maintenance renovations.

Capital Improvement Needs Assessment (CINA) is the Countywide summary of short-and long-range land acquisitions and capital improvements that enhance or improve public services. The plan projects a five-year time frame but is reviewed annually for updates and revisions.

Capital Program comprises the six major funds that are used for the acquisition and construction of new public improvements including buildings and initial furnishings and equipment; land and permanent on-site and off-site improvements necessary for the completion of a capital project; and the replacement or reconstruction of permanent public improvements which extends the useful life, increases the building's ability to provide service, or changes the functionality of an existing asset or certain areas of the existing asset.

Facilities Planning Board consists of the Financial Policy and Planning Director and the five Group Finance Directors, with the Director, Department of General Services, providing staff support.

Responsible Departments

1. Department of General Services
2. Office of Financial Planning
3. Chief Administrative Officer

Sunset Date

This policy will be reviewed for continuance by 12-31-2024.

References

Board Action
12-09-1997 (19)
06-21-2005 (15)
12-09-2008 (33)
06-28-2011 (9)
11-14-2017 (16)
10-30-2018 (23)
05-19-2020 (19)